

## GUIDELINES IN HUMAN RESOURCES MANAGEMENT

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### ABSTRACT

The purpose of this communication is to address the management of human resources in the organizations. The aim is to discuss a range of issues that are likely to be applied in the management of human resources, such as management skills, organizational development, and administrative management (also known as payroll issues). Reference is also made to some support tools for decision making as well as the coaching process in the management of human resources.

The methodology used is based on a personal reflection of two decades of professional experience in the management of organizations and human resources and on the bibliographic review on this subject.

We highlight the following main conclusions: (1) the integration of management of human resources in the organizational strategy optimizes the entire process of organizational development, contributing to excellence. In this sense we emphasize the importance of the management of human resources being closely in collaboration and attuned to the administration, fact which will optimize the entire process, (2) the management of human resources implies the managing of people as a resource (in its more technical and economic way) without running out of it and it is also essential to see people as individuals (humans) with their values, beliefs, identities, attitudes and behaviours, (3) despite these evidences most organizations continue to focus their practice on the operationalization of people as a mere resource, being it important to investigate and discuss the reasons that underlie this misconception.

### KEYWORDS

Organisations, Organizational development, Management skills, Human Resources.

### 1. INTRODUCTION

Nowadays organizations are designed as open systems that interact profoundly with the sociocultural, economic and political context that surround them (Sousa, 1990), (Friedberg, 1995), (Hall, 1997), (Chiavenato, 2008). These organizations have the need to assure excellence in the more and more global, competitive and diversified markets. Every collaborator of the organization needs to be aware of the mission and the organizational values.

Human resources are in general considered as one of the major determinant factors of competition between organizations (Caetano, 2008; Chiavenato, 2008; Wartzman, 2010). Drucker stresses even *Book of Proceedings – Tourism and Management Studies International Conference Algarve 2012 vol.2*  
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more this idea saying “people are the only sustainable competitive advantage” (Camara, Guerra & Rodrigues, 2007).

All the organizations have as main objective to reach the excellence. According to Pink (2010) we should make decisions considering the “Conceptual Era”. The “Information Era”, that still prevails, is no longer sufficient for organizations to be distinguished in the markets, as Pink says “the future belongs to a very different type of people, with a different kind of intelligence: it belongs to those capable of creating, building rapport, recognizing patterns and generating meaning...”. The author also thinks that they’re both necessary, but considers that the “Conceptual Era” is the determining factor for the success of the organizations.

Having this in mind, it is necessary to look into the future, in which people should have bigger challenges, in which something more than technology and the control of information is important, to achieve organizational excellence and personal/social welfare. Each leader, therefore, faces new challenges that forces him to think strategically about the development of human resources, creating committed and motivated teams, to have a proper work environment that is “desirable” by all those who are part of an organization. In other words “support and participate in the management of people, in partnership with line managers, so that they can achieve the desired results.” (Camara, Guerra & Rodrigues, 2007).

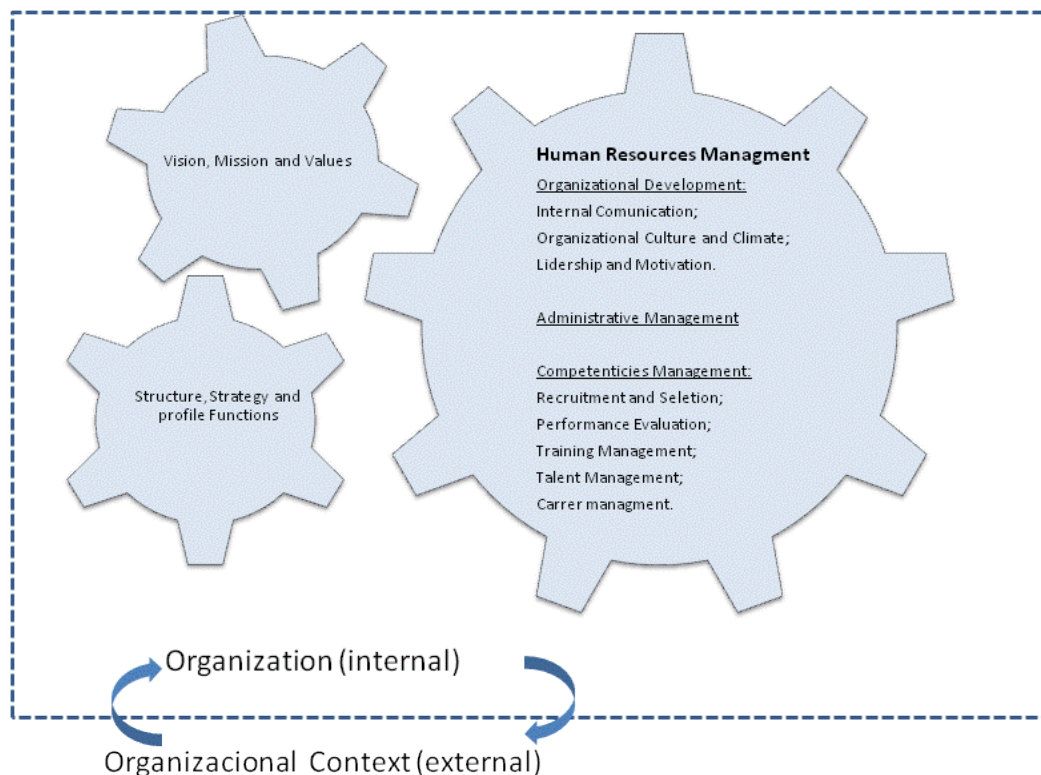
The purpose of this communication is to emphasize the importance of human resources management (HRM) in organizations, namely: (1) to introduce and discuss the operational means of HRM, particularly: the organizational development (OD), the administrative management (AM) and the skills management (SM); (2) to present a set of complementary tools that support the activities of HRM; and (3) to bring forward and discuss the importance of *coaching* in HRM.

As regards to the methodology, it is assigned to the HRM a central spot in the conception of the organizations, arguing that is from it that the existing relationships with the rest of the sectors should be established. Specifically, this communication is mainly a result of the reflection over our personal experience in the organizations and in the research of the scientific literature about this topic, which is considered to be essential to supplement and clarify ideas.

## 2. HUMAN RESOURCES MANAGEMENT IN ORGANIZATIONS

The HRM is an area to provide internal services that is subdivided in the categories: OD, AM, SM (Picture 1). The first one is in charge of internal communication, organizational atmosphere and the development of leadership skills; the second one is concerned with the bureaucratic issues; the third one supports the recruitment and selection, the performance evaluation, the management of training, talents and careers.

Picture 1: Human Resources Management in Organizations



As first and guiding idea it should be noted that the transparency of processes is a mandatory condition in people management.

Regarding the role of human resources manager he/she should, in first place, develop his/her direct employees, so his/her team can serve better internal customers. The human resources field should not be considered as a controlling position, but instead it should be seen as a partnership and internal provider. The main intervention of the human resources manager is to be “the one that makes the OD process easier and to be the active agent in the change manager” (Camara, Guerra & Rodrigues, 2007).

It's also important to understand that the leaders of each area (finance, technology, commercial, product development etc) should have the role of human resources manager. In a stage of recruitment and selection of staff, who is the evaluator of the needed skills for a specific role? In the stage of the employees' development, after integration, who is close to the employee? At the time of evaluation who is aware of the employee skills, behavior, evolution and performance? Concerning the competences that need to be improved / developed respecting the role of each team element, who is more aware of those needs? Expecting that only the members of HRM team take part in the process of taking decisions (that are implicit in the previously referred matters), without the contribution of the ones in charge of each subject, makes no sense. However, frequently those in charge, by ignorance or unconcern, do not contribute with HRM, compromising the excellence policy of the organization.

## **2.1. ORGANIZATIONAL DEVELOPMENT**

OD's main idea is to develop a spirit of change and organizational flexibility and the implication of employees. Knowing what motivates people and their influence in the organization, according to those motivations it can be used to create strategies that make both (employees and organization) win, that leads the organization to excellence. We should focus on three areas of OD: internal communication, organizational culture and climate and leadership and motivation.

### **2.1.1. INTERNAL COMMUNICATION**

In any human activity communication is essential. Organizations are systems of human activity (independently of the theoretical prism of analysis) and, so, its system of internal communication is indispensable for the organizational integration (interrelation level between different departments of the organization) and this integration, is crucial for the operability and proactive sensitivity in the relation between the organization and its exterior. Inside an organization it is always possible to find two forms of communication: the formal one, contained in the regulations, protocols, direct orders etc; and the informal one, which appears in the interactions between employees and that can be, or not, directly related with the work's organization.

Nowadays the potential of the communication is huge, there are numerous and diverse communication means that are available and susceptible to be used in internal communication. It's important to ensure that the communication process is optimized to contribute to the excellence of the organizations. It has certified that the message always reaches different departments of the organization quickly and that the message is received and correctly interpreted.

### **2.1.2. CULTURE AND ORGANIZATIONAL ENVIRONMENT**

The idea of an organizational culture appears, recently (in the 80's) as a metaphor that complements the organization traditional view as a machine or as an organism (Gomes, 1944). The same author reinforces the idea that culture is not supra nor infrastructural, but an intrinsic element of the structure that refers to the soft component, to the intangible and/or informal, however without denying or opposing to the hard component. The functions of culture inside organizations are: to mobilize energies and focus them on the important goals; to direct behaviors around a certain number of rules; to promote loyalty and the interest of workers to increase internal cohesion; to raise integration and adaptation levels to external context (manage the change).

Organizational environment comprises the psychological atmosphere inside an organization. To keep a good organizational environment, through meetings for reflection, through regular dialogue between departments, and also between blue collar workers and administration, it is crucial, and it's the HR team along with the top shelf those who must promote its dynamics. All these activities must be part of the goals of the department, so it can be managed and accepted as part of the organization strategy. As complementary actions for good organizational environment we have: to implement a good system for conflict management; to promote leisure activities and the celebration of company holiday, and in a wide way, to implement a good plan of rewards (dining-hall, medical cares, support for worker's children, etc) as encouraging of well-being.

### **2.1.3. LEADERSHIP AND MOTIVATION**

As for leadership, there is a wide number of theories and models available in scientific and technical literature (Neves, 2000), in which it is clear the tendency to distinguish two focus: features and behavior (Jago, 1982, quoted by Neves, 2001). Because of its contemporaneity and versatility, we

point out the situational leadership model developed by Ken Blanchard and its team, profoundly discussed in his book “A superior level of leadership”, first edited in 2007. According to this model (Blanchard, et al., 2010), leader’s behavior can be subdivided in two dimensions: one to guide and the other to support. When placed over an orthogonal Cartesian axle system, we obtain four leadership ways organized according to a growing autonomy variation given to the worker (guidance, coaching, support, assignment) fitted to the characteristics and to the development of workers (more or less qualified for the task/position) and in conformity with the complexity and/or the level of innovation of the task itself. As we comprehend, the less skilled and the most complex tasks require special attention from the leader. So, the organization must have programs for the leader’s development such as: evaluations of subordinates and self-evaluation to verify the existence, or not, of deviation between leader perspective and the one of its team. Transition workshops are also useful when chiefs are replaced, because they contribute to a pleasant environment through the process of change and to accelerate mutual knowledge and to clarify expectations. Conscientious action, along with planning, will help to build a peaceful environment, with less structural and behavioral disorders, if changes aren’t left at random. It’s HR responsibility to introduce these matters, never to forget to involve the leaders.

In what motivation is concerned, it is a complex process, motivated by an internal or external stimulus, which leads the individual to adopt a certain behavior or conduct with a goal in mind. All human behavior is motivated, that means, is never casual or random, but it can be unconsciously caused. Motivation from an organizational perspective comprises the predisposition of workers to direct their efforts in a way of optimizing organizational goals and, at the same time, their own ones.

We can find in literature several theories and concepts about motivation. We point out three of them, because they are all-embracing: the theory of necessity, from Maslow, where appear, from the basis to the top, the physiological needs, the safety ones, the social ones, and also the need for self-esteem and personal fulfillment; the theory of motivational and hygienic factors, from Herzberg, in which only the motivational factors intrinsic to the individual, are related to the needs we found in the top of Maslow pyramid, while the hygienic ones are intrinsic to the individual, as his work conditions, leader performance, etc: the theory of equity from Adams, that has a social-cognitive inspiration that reveals how important it is for individuals to check their satisfaction level (regarding the reward) and the intensity of their engagement in the satisfaction and motivation of the others. We think that all these theories offer valuable and regulating elements for the effort of workers motivation. They clarify the mistake of classic theories of work organization (Carvalho Ferreira, Neves, & Caetano, 2001) and, simultaneously, alert to the importance of all the issues that are referred to when we discuss talent management and careers management.

Given what have been exposed, we verify once more that there is a strong tie between leadership and motivation. So, leadership as an extrinsic factor (from Herzberg’s theory) is a very important item in workers motivation, which reinforces our confidence in the virtues of Blanchard’s situational model. However, separately, leadership is not enough; there are other individual intrinsic factors equally important, in which *coaching* can play an important role.

## 2.2. ADMINISTRATIVE MANAGEMENT

Unlike the organizational development already approached and competence management that we will approach next, human resources managing doesn’t have strategic nature. The activities that make part of human resources managing are essentially bureaucratic. They are inevitable, and to neglect them can compromise organizational accomplishment, however, they can’t guarantee by

themselves, a good performance. As part of these activities, we have: salary processing, to manage absenteeism, to control laboring times, to make and to cease contracts, to fulfill legal formalities. So, if HRM was confined to these tasks, it would not be necessary the existence of a separate department, because these obligations could be easily performed by the accountant department or an outsourcing company.

### **2.3. QUALIFICATIONS MANAGEMENT**

Job description, along with the definition of the structure and of the company's strategy, must be the basis of the organization policy. As any other process, it must be planned in the moment that the company is founded, and it does not only appear in emergency moments that, although they are important, cannot be responded in an efficient way. That doesn't mean that job description cannot be reviewed whenever it's necessary.

So, job description must be designed with the contribution of managers and directors, in collaboration with HRM. It must include: academic education, professional training, professional experience, and both transversal and specific competences adequate to each function. These competences must be organized by levels, to standardize the requisites for selecting and recruitment, to guide talent, careers and training management, and also, performance valuation.

The transversal competences are those that emerge directly from the values that the organization defends. As example of these competences: creativity, legality, honesty, flexibility, cultural relativism, focus in results, and focus in the future, among others. The thing that will actually make the difference between organizations is the priority they give to each competence. For example, for a multinational organization there's no doubt about the importance that cultural relativism has, to fit in the different social, cultural and political contexts in each country it has presence. Other example, normally the organizations that give high importance to the results refer to it in a quite explicit way. Nowadays there is a growing consciousness about the urgency of the orientation towards results in every kind of organizations, as we achieve, for example, from the principals shaped in the New Public Management and in quality programs.

The competences that are transversal to the various departments firstly concern the execution of internal projects. For instance: in quality department, which has as one of its goals to inform the workers about civil responsibility that the company holds concerning products security (as in industries, for example), it is mandatory that all departments involved in the production have knowledge about this responsibility and act accordingly. More than that, they (departments) must have a proactive role, as guardians of this responsibility.

At last, the specific competences of each job are those who are more technical and have immediate reach in the organizational context.

In short, the importance of job description, and more specifically of the competences it describes, reveals to be a central element in RHM.

#### **2.3.1. SELECTION AND RECRUITMENT**

As previously mentioned job description is the base element of HRM, so the selection and the recruitment shall take job description into account. Initially, without requiring the intervention of the head of the department requesting the job description allows the technician to write your ad HRM recruitment and preparation of a script to guide the interview and assess the skills of the

candidate in relation to the desired profile. After this phase the coach HRM leads the recruitment process, with its opinion, stressing the hard skills (basic skills involved in academic and vocational training and work experience) of the candidate for the leadership of the applicant to whom the future employee will report. This second phase aims to assess in greater detail the specific skills of the candidate, and even so-called soft skills such as empathy and harmony with the style and priorities of the applicant chief.

### **2.3.2. PERFORMANCE EVALUATION**

The performance evaluation must have as its goal the perspective of improving the quality of work, employee motivation and performance of the organization itself. The orientation of the head is leading to greater identification and involvement of the employee with the organization's mission and values, that is, internalization and involvement with the organizational culture, or, in slang, what is meant by "wear the sweater." This orientation should follow the model of situational Blanchard et al. (2010), ie, must be appropriate to developmental level in relation to the performance of the employee.

The evaluation should never be, or be used as an instrument of punishment. Indeed, the very term evaluation that needs to be demystified and fully explained to all employees and managers. Evaluation should not arise from surprise at the end of the year, however, must be made during the year, when appropriate, either for capacity building or for improvements to the performance.

The form of performance evaluation should include: a shortened discretion of the functions (for revision), the results of the achieved objectives in the previous year; grids transversal and specific skills required at the respective levels, the proposed objectives for the coming year, as well as the action plan (training, etc) for the development of employees, as input for training, talent and career management. The analysis must be sensitive both in relation to those employees with poor performance or those with higher performance and evident talent.

### **2.3.3. TRAINING MANAGEMENT**

The survey of training needs may emerge from the skills gaps, needs to update the organization and update the skills of the employee (which may arise from the performance evaluation and / or development programs). Training can be for employees to provide a new skill, to improve certain skills, or to sustain.

The training of employees within an organization should be viewed as an investment. Provide training to employees just because the labor law requires is a waste of resources (time, financial, etc.) beyond which generates motivation in employees receiving training in technical HRM and trainers themselves. Training should rather be thought of in view of its relevance and return on investment at all levels.

Training plans should be developed taking into account the cross-organizational skills, cross-departmental competencies and skills specific to each individual employee basis. Thinking about training in terms of usefulness to the developer / organization and do not looking at the training catalogs and see the ones that seem most interesting, makes all the difference.

### **2.3.4. TALENT MANAGEMENT**

The organization must recruit employees who offer better guarantees for the desired functions. This is mandatory for strict adherence of the whole recruitment process, by observing the profile

functions. Speaking of talent management can refer to two times. At first, through partnerships between the organization and training entities, whether at professional level in order to immediately recruit the most talented employees. In the second stage, all employees shall be proportionated the conditions needed to develop these talents and, of course, its continuity in the organization. This is directly related to the theories of motivation and leadership (Neves, 2000) (Carvalho Ferreira, Nevis, & Caetano, 2001).

The talent management within the organization must result from a joint work between the head of department to which the employee reports and HRM staff. The department leader should have a stimulating and inspiring attitude, the attitude of the next coach (discussed below in Section 4 of this paper). Everything starts in the presentation of a new employee integration plan where the expectations of the employee and the organization in relation to performance are clarified. It must be clear to the developer how it can maximize its usefulness to the organization, as well as how the employee should be consistent harmoniously in his professional and personal life. The monitoring of the new employee should also refer to the different levels of excellence in the performance of its function, clarifying the goals inherent in each of these levels and also referencing the level at which the employee is at the present time and the level expected. In practice, these concerns reflect the teachings of the theory of Herzberg motivational factors and their relationship with the pyramid of needs Maslow (Carvalho Ferreira, Nevis, & Caetano, 2001).

Accordingly, as noted above, the performance evaluation at the end of the year, will not involve more surprises even for the head or to the employee. The whole process of integration and performance was being monitored throughout the year and made the necessary corrections in a timely manner. Crunch in talent management is that this same process of performance evaluation at the end of the year referencing the possibility of the employee to be transferred to other duties, if required, in order to keep their motivation levels high and consequent satisfaction with their situation in the organization.

One important note, related to the continuity and the mobility of talent within organizations is the assumption of the idea that today and increasingly in the future, the talents are mobile. In addition, to the care already referenced in relation to the management of talent can still be afforded the opportunity to put these individuals in contact with other organizations in other situations (job rotation) to continuously enrich their knowledge and skills, with particular emphasis on targeted skills for change and proactivity of individuals and organizations.

The talent management can also be mobilized to meet a particular need of the organization by creating a specific and intensive program, with very close monitoring (mentoring), with a view to developing the skills required for the function intended.

### **2.3.5. CAREER MANAGEMENT**

The career management is linked closely with the elements of skills management previously discussed.

The career management has as main objective to anticipate the needs of specific human resources for the organization through the selection of a pool of potential employees. This care with the anticipation of the needs of talent in organizations can avoid or mitigate the waste of talent, commitment and reduction of brain drain to other organizations. The pool of potential employees is a group of employees identified in the evaluation of performance or other circumstances, by management or the team of HRM, based on objective criteria pre-defined or other exceptional



evidence. These potential employees are intended to take on new responsibilities in the organization, which can lead to the rise vertically or horizontally the simple rise in the organizational hierarchy. The management of the pool lays with HRM staff of the organization.

The conception plans for the development of individual potential employees is achieved through an assessment process. In our perspective, this process should be based on a guideline that expresses the desirable requirements of leadership. The process is to subject the future leaders to a series of tests and activities which emphasize skills already acquired, as well as identify opportunities for development of skills required. Realizing these processes takes place within a relatively short time (two or three days), in favorable environments, so as to give rise, at the end of the process, to the preparation of a plan designed to achieve the desired performance levels for a given function. Examples of specific activities carried out are: simulations (on negotiation, mediation, affectation of resources, strategic planning meetings), presentations, interpersonal relationships, among others, which may be supplemented with interviews.

Leadership roles are a work of continuity in relation to leadership principles (guidelines), by developing specific programs for this purpose, such as: the team development management (TDM), which work in the soft skills essential for leadership and the management dialogue (MD), which works on the principles of leadership.

### 3. CONCLUSIONS

The reflection about the various forms of work organization, more recently called organizational development, requires much time and work. Simultaneously, the classic concept of personnel office, known as an operational activity, has lost field for the concept of human resources management, supported in theory reflection and in various empiric evidences.

Nowadays human resources management is implicit in every organizational dynamics. Its integration in the organization strategy optimizes all the process of organizational development, contributing to excellence. In this sense, we reinforce how important it is that HRM have close collaboration with the board, because this will optimize the whole process.

With all these ideas in mind, it was our goal to emphasize that HRM involves managing people as a resource (in the most technical and economist sense) but not only this. It is primordial to look at people as individuals (human beings), who share their own values, believes, identities and behaviors.

Despite these evidences, a great number of organizations still center their activities in the operation of people as a simple resource. It is important to find the reasons for this mistake.

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